

Milestones Grant No. AID-OAA-F-13-00039

Mile-stone	Estimated Completion Day	Deliverable
1	Award date + 14 days	<p>This milestone requirement is considered fulfilled when the following actions have occurred and the deliverables and/or associate narrative have been submitted to the AOR for review/concurrence:</p> <ul style="list-style-type: none"> • Updated project implementation plan that includes all key activities and any updates or changes that have been made since the full application was submitted. • Updated evaluation strategy (sample size, power calculations, randomization strategy) and finalized intervention design. Please explain why the control group design was selected and to what extent the control group differs from those who elected to purchase Azuri's product. • Updated list of indicators necessary to track progress of the project and measure impact. Also include a timeframe for data collection and the source of the data - at a minimum, all indicators listed should be collected at baseline, and endline, but some indicators, like sales performance, should be collected weekly. <p>The list of indicators should include but need not be limited to:</p> <ul style="list-style-type: none"> • Sales • Non-payments/returns • Lighting and phone charging products • Amount of energy used for mobile phone charging • Amount of energy used for lighting • Study time by children • Household income • Incidence of burns • Cost savings • Time to initial payment and interval between payments • Baseline survey written and finalized to include at least the aforementioned indicators. • Cost-effectiveness: Propose a plan to assess: <ul style="list-style-type: none"> ○ Determination of an income level where Indigo units are unaffordable (i.e. for customers who cannot afford to light their homes routinely with fuel based lighting or charge their mobile phones). This then sets a level where subsidy of the individuals may be appropriate. ○ The point at which any one distributor has a "critical mass" in terms of installed base so the working capital finance for further units can be generated from the profits made from the existing installed base. This element sets an opportunity for public sector intervention to establish distributors businesses, e.g. with grants or loans. This is linked to scalability.
2	Award date + 1 month	<p>This milestone requirement is considered fulfilled when the following actions have occurred and the deliverables and/or associate narrative have been submitted to the AOR for review/concurrence:</p>

		<ul style="list-style-type: none"> • Provide Orders of incorporation that allows legal standing and/or business license in Rwanda • General 'baseline' survey for the whole population is written and finalized. This will involve randomly selecting a total of 400 households (h/h) in randomly selected sub-divisions of the country (excluding Kigali.) Each h/h will be interviewed by a researcher using a structured questionnaire, gathering the following data: <ul style="list-style-type: none"> ○ Demographic information (age, gender, location etc.) ○ Information on the methods used in the h/h for lighting and phone charging, ○ Costs per week ○ Frequency of phone charging ○ Liters of kerosene used per week for light ○ Evidence of associated health issues (burns from lamps, coughs, sore eyes) ○ Hours children study at home ○ Report on updated of project implementation and evaluation plans, including the hiring of sales, implementation, and evaluation staff, challenges and opportunities in project implementation and data on sales, payment history, and returns versus planned targets. • Baseline survey that includes, as a minimum, the aforementioned indicators has been written and finalized
3	Award date + 3 months	<p>This milestone requirement is considered fulfilled when the following actions have occurred and the deliverables and/or associate narrative have been submitted to the AOR for review/concurrence:</p> <ul style="list-style-type: none"> • Report on updated of project implementation and evaluation plans • Baseline survey has been administered, deliverable is a report summarizing the survey delivery noting any challenges.
4	Award date + 6 months	<p>This milestone requirement is considered fulfilled when the following actions have occurred and the deliverables and/or associate narrative have been submitted to the AOR for review/concurrence:</p> <ul style="list-style-type: none"> • Report on update of project implementation including, at a minimum, any challenges, business metrics, energy use, and non-payment/attrition • Complete a draft scaling strategy discussing Azuri's plan to establish and scale the technology and business model. The scaling plan should include financial considerations for Azuri and plans to engage other solar distributors and dealers, and disseminating evaluation results to external stakeholders (e.g. policymakers or other firms).
5	Award date + 9 months	<p>This milestone requirement is considered fulfilled when the following actions have occurred and the deliverables and/or associate narrative have been submitted to the AOR for review/concurrence:</p> <ul style="list-style-type: none"> • Report on update of project implementation including, at a minimum, any challenges, business metrics, energy use, and non-payment/attrition • Report on any preliminary data from the baseline survey

6	Award date + 1 year +3 months	<p>This milestone requirement is considered fulfilled when the following actions have occurred and the deliverables and/or associate narrative have been submitted to the AOR for review/concurrence:</p> <ul style="list-style-type: none"> • Report on update of project implementation including, at a minimum, any challenges, business metrics, energy use, and non-payment/attrition • Endline survey has been written that will target two groups: 370 Azuri customers (randomly selected) and 370 non-customers (randomly selected). These groups will be administered the same Baseline Survey questionnaire. A comparison of the results for Indigo users and non-Indigo users with the baseline will then be completed.
7	Award date + 1 year 6 months	<p>This milestone requirement is considered fulfilled when the following actions have occurred and the deliverables and/or associate narrative have been submitted to the AOR for review/concurrence:</p> <ul style="list-style-type: none"> • Report on update of project implementation including, at a minimum, any challenges, business metrics, energy use, and non-payment/attrition <p>Endline survey has been administered, deliverable is a report summarizing the survey delivery noting any challenges</p>
8	Award close+ 90 days	<p>This milestone requirement is considered fulfilled when the following actions have occurred and the deliverables and/or associate narrative have been submitted to the AOR for review/concurrence:</p> <ul style="list-style-type: none"> • Deliver a draft of the final evaluation (including lessons for project improvement) and scaling report, addressing: <ul style="list-style-type: none"> ○ Impact evaluation: The report should describe evaluation methods and preliminary results, using the plans approved in Milestone 1. ○ Project improvement: The report should discuss lessons learned and action steps regarding improving the product. ○ Cost-effectiveness: Using the methods approved in Milestone 1, assesses whether 1) a cost-effective investment for the public sector if the project requires additional public support and 2) a cost-effective investment for customers. Provide a breakdown of all sources of costs and revenue (including from other public or private funders). Differentiate between funding for research activities (e.g. data collection) and funding for the intervention activities. Additional information about the format may be provided by the AOR. • Scaling: Discuss progress towards scaling, including finances to data and the potential for financial viability at scale. If the project is successful enough to merit ongoing efforts, the report should provide an update on anticipated demand for the product; prospects for financial sustainability; and next steps to scale the product, including engaging stakeholders. The report should also discuss plans to disseminate results of the impact evaluation.